

057 - PROBATION

Operational Summary

Mission:

Probation protects the community by conducting investigations for the court, enforcing court orders, assisting victims, and facilitating the resocialization of offenders.

Strategic Goals:

- Assist the Juvenile and Criminal Courts to make well-informed and responsible decisions in criminal and delinquency cases.
- Provide protection to the community by managing Orange County's adult and juvenile probation population.
- Assist crime victims by presenting their interests to the court and providing support services.

Key Outcome Indicators:

At a Glance:

Total FY 2005-2006 Projected Expend + Encumb:	137,771,056
Total Recommended FY 2006-2007	146,755,902
Percent of County General Fund:	5.01%
Total Employees:	1,648.00

Performance Measure	2005 Business Plan	2006 Business Plan	How are we doing?
	Results	Target	
PERCENT OF COURT INVESTIGATIONS AND PROGRESS REPORTS SUBMITTED WITHIN FILING REQUIREMENTS. What: Percent of investigative and progress reports submitted within filing requirements. Why: Measures success in Probation providing timely information to the courts for appropriate decisions.	For FY 04-05, 100% of the 985 reports completed by Adult Investigation were submitted on time, and 98.2% of the 4,765 reports completed by Juvenile Investigation were submitted on time.	Maintain on-time completion rates of 95% or better for submitting adult and juvenile investigation reports. These outcome objectives assume continuation of existing resource levels.	Results show the ongoing success in meeting court deadlines for timely submittal of investigations and reports. As in the past, 100% of the adult, and over 98% of the juvenile, investigations and reports were submitted on time. Progress towards a client satisfaction indicator continues.
PERCENT OF PROBATIONERS WHO DO NOT COMMIT A NEW CRIME OR LAW VIOLATION WHILE ON PROBATION. What: Percent of probationers who do not commit a new crime or law violation while on probation. Why: Measures level of community safety by identifying probationers who do not commit a new offense.	In FY 04-05, 66% of the 4,459 adult probationers and 65% of the 2,176 juvenile probationers terminated formal probation without any new law violations.	Meet or exceed a rate of 60% or better of adults and juveniles terminating formal probation, and 90% or better of juveniles terminating informal probation without committing a new crime or law violation. These outcome objectives assume continuation of existing resource levels.	Nearly two-thirds of adult and juvenile probationers terminated from formal probation in FY 04-05 without committing any new law violations. For adults, an area of concern is the results for the Proposition 36/PC 1210 offenders. Juvenile outcome rates were an improvement over last year's findings.

Key Outcome Indicators: (Continued)

Performance Measure	2005 Business Plan Results	2006 Business Plan Target	How are we doing?
PERCENT OF PROBATIONERS WHO DO NOT COMMIT A VIOLENT CRIME WHILE ON PROBATION. What: Percent of probationers who complete and do not commit a violent felony crime while on probation. Why: Measures level of community safety by identifying probationers not arrested for violent crimes.	In FY 04-05, 99% of the 4,459 adults and 97% of the 2,176 juveniles who were terminated from formal probation did not commit a violent crime during their supervision period.	Meet or exceed rates of 95% of adults and juveniles terminating formal probation without committing a violent crime while under probation supervision.	The FY 04-05 results revealed that almost all adult & juvenile probationers complete their probation term without committing a violent crime. These results are consistent with prior years' results and validate the continued success of probation & other law enforcement agencies in community safety.
PERCENT OF PROBATIONERS EMPLOYED OR IN SCHOOL FOR FIVE MONTHS OR MORE IN THE PAST 12 MONTHS. What: Percent of probationers employed or in school consistently or (for adults) at least 5 months. Why: Gainful employment and/or regular school attendance indicate successful progress of offenders.	Of the 8,662 adult probationers who were on supervision in FY 04-05, 58% were employed or in school for five months or more in the preceding 12 months. Of the 3,644 juvenile probationers under probation supervision, 54% were attending school regularly without any truancy problems.	Meet or exceed a 60% rate of adult probationers and 55% rated of juvenile probationers who are employed or attending school regularly for a significant period.	This year for the first time results on both indicators did not meet target. While the adult employment rate was slightly higher than last year, it remained below target. The proportion of juveniles attending school regularly continued the decline observed last year and fell just below target.
PERCENT OF IMPROVEMENT IN OFFENDERS FUNCTIONING & LIFE-SKILLS ABILITIES AFTER ONE YEAR ON PROBATION. What: Percent of improvement based on standardized assessments at intake and after one year on probation. Why: Measures effectiveness in addressing probationer's needs during their first year on probation.	After being on probation for approximately one year, 52% of 1,391 adults and 62% of 545 juveniles had demonstrated improvement in their total interpersonal functioning and life-skills abilities for FY 04-05.	Meet or exceed the current year results.	Slightly over half of adult offenders and over 60% of juvenile offenders showed improvement in their life-skills functioning after one year on probation. For nearly one-third of these probationers, that improvement contributed to a reduction in their overall needs classification to a lower level.
PERCENTAGE OF COURT-ORDERED RESTITUTION PAID BY PROBATIONERS TO VICTIMS AT CLOSE OF OBLIGATION. What: Measures the percentage of court-ordered restitution paid in full in closed restitution cases. Why: Measures Probation's success in collecting restitution for crime victims.	In FY 04-05, 820 adult and 594 juvenile probation cases with restitution owed were closed with 56% and 75% (respectively) of the restitution obligations paid in full. In all, \$3,115,712 was collected by the closure of these obligations and paid to victims of adult and juvenile probationers.	Meet or exceed the prior years' results.	A number of valuable changes have occurred this past year directed toward enhancing probation's services to victims. The assignment of juvenile collection officers, who work directly with field officers, as already occurs in the adult area, has been one very positive improvement.
VICTIM RATINGS OF SATISFACTION RELATIVE TO THE QUALITY AND MANNER OF PROBATION SERVICES PROVIDED. What: Survey regarding victim satisfaction with the quality and manner of department services provided. Why: Measures victim satisfaction with services provided by the Probation department.	Of the 1,697 surveys mailed to victims in 2005, a total of 278 victims responded. Of those responding, 62% expressed satisfaction and 21% expressed dissatisfaction with the services that they had received from Probation.	Meet or exceed the prior years' results.	Over 61% of the survey respondents reported overall satisfaction with the victim services they received. Like last year, the results for all ten survey questions were higher than the baseline year with courtesy of the staff again being the area rated highest in satisfaction (63%).

FY 2005-06 Key Project Accomplishments:

- Department-wide accomplishments encompassing Goal #1:
- Expanded the use of voice recognition technology and the related operational support requirements to increase clerical efficiency and speed the preparation of court reports

- Developed guidelines for drug offender interviews to help Adult Investigators identify the different factors that influence their behavior so the Court will have the maximum amount of useful information in making sentencing decisions.
- Ensured new adult drug court cases are seen immediately upon being sentenced to Drug Court to engage the offender as quickly as possible and try to reduce the number of warrant cases.
- Developed stronger working relationships with law enforcement to address Proposition 36/PC 1210 warrant cases by making a presentation to the Orange County Police and Sheriff's Association and implementing a warrant information system to get warrant information promptly to local police agencies.
- Obtained a verbal agreement with the District Attorney's Office and the Sheriff's Department to ensure the prompt return of any probationer ordered back to Orange County to comply with changes in the Interstate Compact, which governs the travel, movement, and supervision of adult probationers between states.
- Reorganized the Juvenile Non-Custody and Diversion functions to become more effective in providing the appropriate level of service to first-time offenders. By combining the two functions, the department has been able to reduce caseloads, more appropriately evaluate the cases, and provide appropriate sanctions to divert cases from entering into the Juvenile Justice System.
- Continued to assist the Courts by providing thorough investigations of criminal/delinquency cases and completing required reports on time. For the fiscal year, Adult Investigation completed 985 reports, 100% of which were submitted on time. Juvenile Investigation completed 4,765 reports for the fiscal year, 98% of which were on time.
- Department-wide accomplishments encompassing Goal #2:
- Collaborated with Immigration and Customs Enforcement to identify and remove offenders in violation of immigration law who pose a serious risk to the community through the commission of sex offenses.
- Worked with the Department of Justice Sexual Predator Apprehension Team (SPAT) by committing deputy resources and working to establish an MOU to enhance services in Orange County.
- Chaired the Orange County Center for Sex Offender Management Committee and continued to work collaboratively with treatment providers, polygraph examiners, Social Services, the District Attorney, law enforcement, and other agencies to maintain the best practices containment model in the supervision and treatment of sex offenders.
- Expanded the department's computer forensic capabilities to keep pace with technology to detect and deter illegal or violational activity of sex offenders, as well as other types of offenders.
- Collaborated in drafting legislation subsequently signed into law by the Governor authorizing the use of Global Positioning Satellite (GPS) technology as a supervision tool on high-risk offenders.
- Provided community education on Megan's law and issues related to sex offenders.
- Implemented the Automated Juvenile Placement System with automated forms in September 2004 to monitor and track the status of each placement case, maintain placement-related information, and comply with State reporting requirements.
- Commissioned the Adult Supervision Electronic Forms Project to coordinate the development, acceptance testing, and implementation of an electronic version of the numerous case-supervision-related forms. Some 22 forms have been identified and are in various stages of development, acceptance testing, and use.
- Continued project development on the Automated Risk/Needs and Case Plan Project with implementation scheduled during calendar year 2005. In concert with software development, acceptance testing is being conducted by a User Cadre.
- Made revisions to the Client Management System (CMS) to automatically track and update DNA collection information required by new legislation (Proposition 69).

- Conducted a feasibility study to evaluate the development of an Electronic Field Book to replace the manual paper-based field book currently utilized by field officers. The study validated that it would be feasible and a valuable tool to assist officers in conducting field supervision activities. The project is now underway and should be completed by the end of FY 2005-06.
- Successfully implemented document imaging for all new adult financial cases received since January 2004 to greatly enhance the flow of information to the supervision deputies and serve as a foundation for Integrated Case Management. The department is investigating alternatives for cost-effective storage of this electronic data.
- Began scanning and indexing closed adult case files to free shelf space and establish an electronic document repository for the department's legally required storage of records. Some 3,000 case files have been scanned and indexed to date.
- Began preliminary analysis and evaluation on the implementation of OnBase document imaging for certain juvenile and parental case files with the goal of developing an automated workflow and paperless case files for financial documents and processes for both adult and juvenile cases.
- Evaluated the YFRC program outcomes as required annually for the Corrections Standards Authority. Long-term recidivism follow-up on the original 8% Early Intervention Program study youth is also being conducted. Results from the most recent analyses by the Research Division continue to support the program's effectiveness in reducing recidivism for the 8% younger youth in particular.
- Enhanced collaborative relationships through the intensified use of the Inter-Agency Management Committee, with all program managers meeting monthly to identify and solve program problems and areas of concern.
- Maintained smaller deputy caseloads through careful caseload management and continued attention to alternatives, allowing more integration into the on-site programming and focus on the successful transition of cases not attending the site each day.
- Significantly increased the daily YFRC attendance due to the careful and conscientious work of program staff.
- Continued to seek restoration of the four regional Youth and Family Resource Centers that were closed due to budget reductions (County Strategic Priority) by exploring opportunities to re-establish funding through internal or external mechanisms. Efforts will continue during the coming year.
- Expanded the department's Community Resources Unit to better monitor services and investigate complaints of sex offender and domestic violence treatment providers to ensure appropriate services at a reasonable cost are available for probationers ordered by the Court to attend these programs.
- Provided specialized supervision for juvenile probationers who are sex offenders, substance abusers, and at risk of out-of-home placement.
- Completed the first workload study of the Proposition 36/PC 1210 caseloads; final results are pending. The department also plans workload studies of regular adult and juvenile caseloads once the automated Risk/Needs Assessment is implemented, but is evaluating the option of contracting out for those studies instead of conducting them in-house.
- Continued collaborative efforts to suppress gang violence by working collaboratively with the District Attorney and cities to intensify commitment to gang violence suppression objectives and committing additional resources for gang violence suppression in the cities of Tustin, Anaheim, and Santa Ana.
- Successfully increased the participation of Probation cases in the Wraparound Program, a collaborative program with the Social Services Agency and Health Care Agency, to individually tailor resources to families in jeopardy of having a child removed from the home and placed in foster care.
- Collaborated with the planning and implementation of the Family Court Services "Safe Havens" grant to provide supervised visitation and safe exchange of children whose parents are involved in domestic disputes.

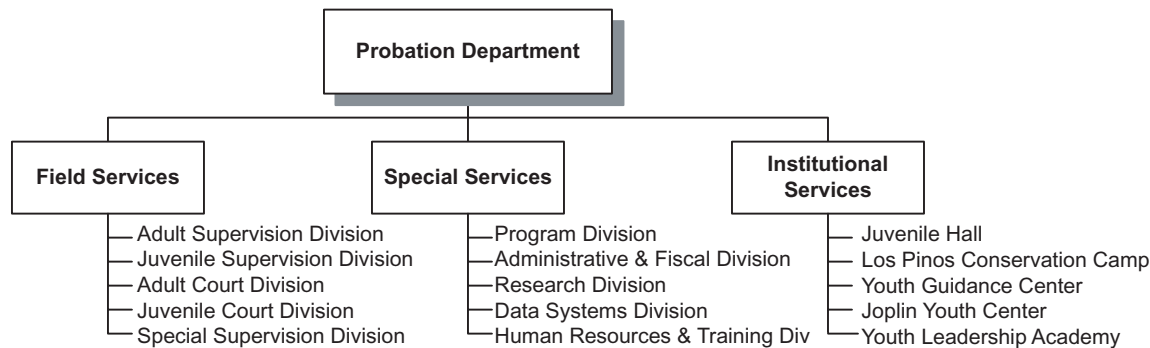
- Assisted with the planning and implementation of the Superior Court "Safe and Bright Futures for Children Initiative" grant, a two-year collaborative effort of multiple agencies to develop and recommend a comprehensive and sustainable system to identify and provide protective services for children who are exposed to domestic violence.
- Participated in the Proposition 63 Mental Health Service Act Steering Committee and many of the workgroups.
- Assisted school districts in reducing truancy by serving on 18 different school district School Attendance Review Boards (SARBs).
- Partnered with local law enforcement to monitor compliance with probation terms and conditions.
- Continued to work closely with the Social Services Agency to ensure Orange County is meeting the requirements of AB 636, particularly the System Improvement Plan.
- Identified application requirements and developed technical systems specifications to automate the Juvenile Court Work Program (JCWP).
- Awarded a contract to replace the in-house developed software with a new network-based scheduling product for use in scheduling of institutional staff and assigning overtime. Implementation is planned during the spring of 2006.
- Initiated a video conferencing pilot project within the institutions, referred to as "Doc-In-A-Box," to enable medical assessments of in-custody wards via video conferencing to reduce the travel requirements and speed the treatment process.
- Conducted a trends analysis of the female commitment population over several years and provided those results to the Institutional Directors for their program planning.
- Provided 60 additional secure female beds at Juvenile Hall with a \$4.8 million construction grant and 28 non-secure beds at Los Pinos. Provided gender-specific training for staff to better prepare them for working with this population.
- Completed new construction at Juvenile Hall that provided a new 1,700-square-foot state-of-the-art library and four new classrooms.
- Hosted a training seminar for Probation, Department of Education, and Health Care Agency staff who work with Special Education minors in the institutions, and provided three self-contained classrooms at Juvenile Hall for Special Education minors to receive individual instruction and attention.
- Met monthly with the Resources and Development Management Department - Facility Operations to develop a Master Maintenance Plan for ongoing repair needs, major replacement, and reconstruction of Probation's juvenile correctional facilities, and completed a 10-year Master Renovation Plan for Los Pinos to include seismic retrofitting and energy-saving improvements.
- Continued to participate in collaborative meetings to identify needs that can be funded by the Mental Health Services Act (Proposition 63). Probation is seeking funding for treatment resources and transitional services for severely emotionally disturbed detained minors.
- Continued to plan for immediate and future bed space and programming requirements through regular management review of demographic trends in the institutional population.
- Continued to participate in a multi-county work group to explore the future use of a regional facility in Riverside to house seriously emotionally disturbed youth.
- Department-wide accomplishments encompassing Goal #3:
- Continued to discuss the status of victim services and provide opportunities for the various areas in the department to identify service improvements related to victims through meetings of the Victim Services Strategic Planning Group (VSSPG).

- Responded in a timely manner to every written request for information received from victims following the distribution of the annual Victim Satisfaction Survey and to all telephone inquiries received over the Victim Services Hotline.
- Increased awareness of victims' needs and services available to victims through the Victim Services Coordinator's attendance at numerous seminars and conferences relating to victim services and participation at meetings with Assemblyman Spitzer regarding victims.
- Distributed a draft of the 2004 Victim Satisfaction Survey to the VSSPG to analyze for improvements in victim services. Plans have been initiated for the next annual survey.
- Continued to evaluate the needs of distinct populations and assist with the development of appropriate services. Research staff prepared information on domestic violence probationers for program staff and also on juvenile sex offenders for a federal grant proposal. Research staff has worked closely with the Juvenile Placement Unit to compile information on placement cases for state-required reporting purposes.
- Created and provided informational brochures for victims that explain the process for collection of restitution in both the adult and juvenile systems.
- Facilitated financial recovery for victims by out-stationing Collection Officers to work in close proximity to field deputies and improving the flow of initial adult case information to Collection Officers through integration and the use of document imaging.
- Continued to provide victim awareness education programs at the YFRCs. Victim awareness presentations are part of the on-going curriculum at the YFRCs, and deputies ensure restitution and other financial responsibilities for victims are addressed as part of the juveniles' case plans.
- Department-wide accomplishments encompassing all three goals:
- Ensured new technology provided the most operational benefit by providing oversight of key automation projects through the department's Integrated Case Management Steering Committee and Project Management Group.
- Assigned an Assistant Division Director to fill the position of Data Systems Operations Manager to serve as a single point of contact for operations issues in the development phase of new data systems projects. This staff position ensures that the technology adopted by the Probation Department is the most beneficial to the operation of the department and fits into an overall plan of development. This position provides a vital connection between the Data Systems Division and the operations staff in the identification, definition, planning, training, and implementation of all Probation IT projects.
- Developed cadres of end users for automation project development from inception through requirements definition, scope of work development, testing, and subsequent user training to ensure more efficient conversion to new automation systems.
- Submitted a Workforce Planning document to review the current management structure of the Data Systems Division based on the increasing critical and technical complexity required of each function of the division. An analysis of the duties, responsibilities, span of control, and technical competencies required in the current and planned IT technical and support environment within the department is underway, and recommendations regarding the IT structure were presented to Executive Management in September 2005.
- Continued to upgrade Probation's technological infrastructure to ensure ongoing compatibility with collaborative state, county, and local agencies (County Strategic Priority) by working closely with the CIO/IT organization and other criminal justice agencies to ensure that the infrastructure is in place or planned. The department continued to work with the Integrated Law and Justice (ILJ) consortium on the implementation of the "COPLINK" application.
- Continued to develop electronic forms for numerous department functions in concert with established priorities.
- Converted much of the Administrative and Fiscal Division's day-to-day operations to be electronic rather than paper-driven. Improvements have impacted the entire department, especially pertaining to speed and accuracy of document movement, location, and access controls.

- Probation successfully implemented a new program with the California Franchise Tax Board (FTB) to assist with recovery of Court-ordered fines, fees, and penalties incurred by probationers. Partnering with the FTB brings the additional resources of the State of California to bear on collecting debt owed the County that might otherwise not be recovered. In the first seven months of operation, the program has added \$320,000 to overall collections from clients.
- Continued to provide quality and meaningful training mandated by the State in spite of the loss of Standards and Training for Corrections (STC) funds since July 1, 2003. Expert in-house trainers were utilized as much as practicable, classes focusing on developing leadership throughout all ranks of the department were provided, and all office support staff and supervisors were required to attend a 16-hour Clerical Core Class module.
- Focused on three strategic planning initiatives during the year: (a) Labor-Management Relations, (b) Leadership Development, and (c) Mission/Values.
- (a) Labor/Management Relations: Provided four-hour training sessions on the Meyers-Milias-Brown Act to all managers and supervisors regarding the rights of management /labor, the meet-and-confer process, and other relevant topics.
- (b) Leadership Development: Reviewed the Supervisory Core course curriculum with the participants of the last two core classes and modified it to address the participants' ideas for making the training more meaningful. Supervisory Core #8 was held in September 2005 which incorporated the modifications recommended by past participants. Future plans consist of developing a second-year curriculum that will provide supervisors with additional tools and techniques to utilize in their jobs. Created a department Leadership Library consisting of approximately 60 books, videos, and DVDs. Implemented a voluntary 360 Feedback System for supervisors and managers. Established a Mentoring Program.
- (c) Mission/Values: Shared employee satisfaction survey results department-wide and formed project teams to address key issues. Posted the department's Mission, Values, and Ethics statements at key locations, including high-traffic and public areas. Efforts are underway to update and further define how the department's Mission and Values guide Probation employees' thinking and actions.
- Continued to place emphasis on succession planning efforts to effectively deal with the recruitment, hiring, training, and promotion of qualified staff. Extensive planning efforts were undertaken to develop key dates and succession planning strategies to ensure staffing levels continue to be maintained for all classifications.
- Due to the opening of Unit Q at Juvenile Hall and Dorm 6 at Los Pinos, added emphasis was placed on the recruitment of qualified Deputy Juvenile Corrections Officer I (DJCO I) candidates to fill the vacancies created by the addition of new DJCO I and II positions. As of November 1, five Juvenile Counselor Core Courses had been conducted for a total of 123 new DJCO staff.
- A Deputy Probation Officer recruitment was conducted, and an academy class consisting of 31 trainees began in August 2005.
- An Assistant Division Director recruitment was conducted to fill positions left vacant due to retirements. A total of five appointments have been made to fill these critical positions.
- Probation HR staff participates on a Countywide Recruitment Task Force (RTF) to develop successful measures for addressing vacancies created by retirements. The RTF creates a report with data provided by all agencies/departments that is presented to the Board of Supervisors on a regular basis. Work group members continue to meet in order to update the plan and pool their efforts to fill critical positions within all agencies/departments to ensure a talent pool is ready to address changing organizational needs.
- Created new classifications of Senior DPO and Senior DJCO to assist supervisors and assume greater responsibility in their work areas. A total of 12 Senior DPO and 28 Senior DJCO positions were created with implementation beginning in 2005 and continuing through 2006.
- Integrated all sworn staff identifiers into the Orange County Integrated Law and Justice Project (Electronic Subpoena System) which became operational July 2005. This system allows subpoenas to be delivered electronically directly to Probation staff through the Outlook System.

- Monitored possible factors that may be contributing to any downward trends in key outcome indicators from the 2000-01 baseline through the years up to 2004.
- Completed an employee satisfaction survey with 58% (821) of employees responding. Compared to an identical survey in 2000, Probation employees responding in 2005 were more positive in their responses than employees five years ago. Overall, the 2005 survey findings underscore the agency's strengths and identify areas where improvement is needed. An employee survey workgroup has been formed and is currently working on developing an action plan using the survey findings.

Organizational Summary



Field Services - Field Services provides services through five distinct operational divisions: Juvenile Court, Adult Court, Adult Supervision, Juvenile Supervision, and Special Supervision. The Juvenile Court Division provides intake screening services for all juveniles referred by law enforcement agencies for alleged violations of the law, conducts preliminary investigations to determine if further referrals to the District Attorney and Court are necessary, provides Juvenile Court Officers to the Juvenile Court, conducts investigations for the Juvenile Court, administers peer court and drug court, and monitors diversion and administrative cases. The Adult Court Division conducts investigations for the criminal courts and monitors Courtesy Supervision and Welfare Fraud cases. The Adult Court Division also supplies Resident Probation Officers to the five justice centers.

The Adult Supervision and Juvenile Supervision Divisions supervise adult and juvenile offenders in the community on formal probation. These divisions enforce court orders and assist with the resocialization of offenders through a combination of direct and supportive actions based on ensuring community safety, addressing offender accountability, and promoting competency building in those adults and juveniles under supervision.

The Special Supervision Division supervises three sub-populations of high risk offenders: domestic violence batterers, adult sex offenders, and gang members.

Special Services - Special Services provides primary support services for the department's overall operation through five operational divisions: 1) Administrative and Fiscal, 2) Programs, 3) Data Systems, 4) Human Resources and Training, and 5) Research. This branch of Probation provides data systems and research support, human resource services, administrative and fiscal services and collection enforcement for all functions in the department. This activity supports Departmental long-range planning, pursuit of outside funding, legislative analysis, contract administration, community resource monitoring, employee

recruitment and hiring, and operation of the Volunteers in Probation (VIP), Volunteer Probation Officer (VPO), Probation Community Action Association (PCAA) programs. The Programs Division provides services for first-time juvenile offenders classified as having a high-risk potential for ongoing delinquency (8% Early Intervention Program) and transitional aftercare services for juveniles released from county correctional facilities (JJCPA and Challenge Programs). The Programs Division is also responsible for the department's Youth and Family Resource Centers.

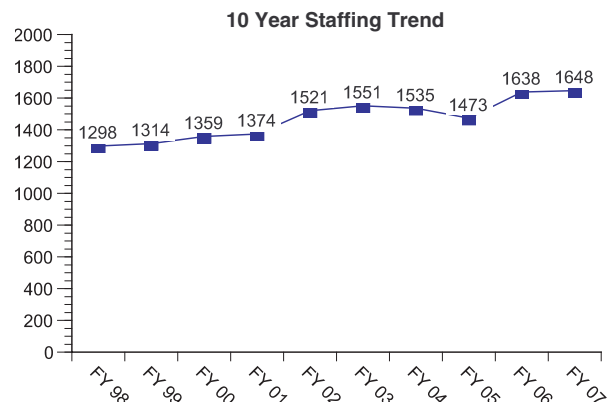
Institutional Services - Institutional Services provides oversight and direction for the five county juvenile correctional facilities operated by the Probation Department: Los Pinos Conservation Camp, Joplin Youth Center, the Youth Guidance Center, Juvenile Hall, and Lacy Juvenile Annex. These facilities operate 24-hours-per-day, 7-days-a-week and must meet stringent guidelines established by the California Board of Corrections. Primary responsibilities include providing a safe environment for the juveniles in custody, ensuring sufficient well-trained staff are available, developing and providing a broad range of treatment programs to meet the juveniles' needs, adhering to all laws/regulations/licensing requirements for correctional facilities, and overseeing correctional facility maintenance and development.

In addition to the facilities, programs are provided that offer alternatives to confinement. The Juvenile Court Work Program allows offenders to work on weekend work crews in lieu of serving a commitment. The Accountability Commitment Program allows offenders to be released home on electronic confinement to a day-treatment program.

Chief Probation Officer - The Chief Probation Officer oversees the overall direction, administration and coordination of the operations and programs of the Probation Department, including the County's juvenile correctional institutions. The Chief Probation Officer coordinates the operation of all Probation Department programs and services: directs and consults with the three Chief Deputies of Institutional Services, Field Services, and Special Services in assigning projects and developing goals for their various divisions; develops and maintains effective

working relationships with other social and law enforcement agencies, public officials, the judiciary, and community organizations to assess needs, develop priorities and maintain efficient/effective services; consults with the Board of Supervisors, County Executive Office, and Courts for policy direction and guidance; and provides fiscal oversight of the department's budget and expenditures.

Ten Year Staffing Trend:



Ten Year Staffing Trend Highlights:

- The Probation Department staff trends over the past ten years have been driven by several factors: new facility openings and/or service offerings, state-level mandates, County strategic priorities, implementation of Work-force Planning initiatives and funding availability.
- Staffing expanded from FY 98 to FY 03 primarily because of either new openings/service offerings, or compliance with County initiatives. Specifically, Probation opened a new 60-bed unit at Juvenile Hall, opened the Juvenile Hall Annex, offered new or expanded programs arising from the availability of new, non- General Fund sources, assumed decentralized County services, and converted extra help positions to regular, full-time in order to ensure compliance with the Probation Services MOU and its limited duration requirements for extra help personnel.
- In FY 02-03, the trend reversed even as the Department was operating at a new peak of authorized staff. Probation Department had to maintain 119 position vacancies throughout the year in order to operate within its authorized funding level. When cost increases again outpaced available financing in FY 03-04, Probation had to keep 152 positions vacant throughout the fiscal year and deleted sixteen positions.

- The FY 04-05 budget was developed in a period of great uncertainty. TANF (Temporary Assistance to Needy Families), a critical funding stream for juvenile delinquency and institutional services (and at that time, approximately one-sixth of the departmental budget), was threatened. Although the money was eventually restored through provisions in the State General Fund, awareness of the importance of secure funding to support necessary probation services has been heightened at the County and State levels.
- During FY 05-06, Workforce Planning initiatives generated two new position titles within the Department, Senior Deputy Officer and Senior Juvenile Corrections Officer. Forty positions were created accordingly to the Department's authorized positions, twelve Senior Deputy Probation Officers and twenty-eight Senior Juvenile Corrections Officers. New facility openings during FY 05-06, Juvenile Hall's Unit Q and the expanded Los Pinos capacity, also increased staff requirements to comply with the State's construction grant provisions. Last, the Department added four Deputy Probation Officer II positions to support the mandated DNA testing functions of Prop 69, passed by California voters in November 2004.
- The last of the approved institutional strategic priorities to be completed is the new Youth Leadership Academy, scheduled to open to youths in July, 2006. Also approved and implemented during FY 05-06 are new sixteen new Deputy Probation Officer I positions, to be used for Probation's ongoing academy training. These impacts have been assessed and included within the FY 06-07 Budget and Strategic Financial Plan.

Budget Summary

Plan for Support of the County's Strategic Priorities:

The Department has presented the required balanced budget, which will continue to serve the public and at the same time strive to maintain public safety. Probation believes that the Department's current levels of service are necessary to ensure continued balance of proactive and mandated activities between probationers and the communities of which they are a part. In addition, Probation recognizes the County's need to structure services available to the resources at hand.

The Probation Department has completed construction of the Youth Leadership Academy (adopted by the Board of Supervisors as a Strategic Priority in 1998), utilizing \$8.4 million in grant funds to offset the costs of construction, per the Department's commitment in previously published strategic plan documents.

The other strategic priority presented as an augmentation in Probation's FY 06-07 budget is for increased Youth and Family Resource Center operations. During fiscal years 03-04 and 04-05, Probation curtailed operations at two of its four remaining sites (out of an original six) due to fiscal constraints and need to operate within budget. This augmentation provides an opportunity to increase these vital services to the community.

The Probation Department continues to accept leadership roles on a statewide basis to help facilitate County goals. The Chief Probation Officer will also continue to take an active role in supporting the Chief Probation Officers of California in the related pursuit of new revenue and the protection of existing revenue resources.

The Probation Department convenes, on a quarterly basis, all managers to examine progress made on its ongoing three strategic initiatives:

- (1) Labor/Management Relations - ways for labor and management to work together to benefit the workplace and the community.

(2) Leadership Development - prepare our employees for greater levels of responsibility and advancement.

(3) Mission/Values Workgroup - review our values and ensure they are reflected in every facet of the services our department provides.

The Probation Department will continue to aggressively pursue new funding sources to support probation services. Related thereto, it is anticipated that all Probation Department fees will continue to be updated annually and presented to the Board for adoption at the onset of each new fiscal year.

Changes Included in the Recommended Base Budget:

Concerning support of the County's strategic priorities, Probation's base budget includes full-year operating costs for the Youth Leadership Academy.

The base budget also includes the Workforce Planning initiatives detailing the successful implementation of new job titles during FY 05-06 via the quarterly budget augmentation process.

Requested Budget Augmentations and Related Performance Results:

Unit Amount	Description	Performance Plan	BRASS Ser.
Restore Net County Cost to Maintain Current Level of Service Amount:\$ 3,947,146	To restore funding for the operations, refurbishment and staffing of 4 units in juvenile hall.	Maintain level of service.	4853
Add 1 Supervising Probation Officer Position for Grant Writing Function Amount:\$ 98,218	To add 1 position to secure additional grant opportunities to increase outside funding streams.	To secure additional grant revenues for the department to support the cost of the position.	5198
Add 1 Senior Deputy Probation Officer and NCC for Background Investigation Unit Amount:\$ 84,398	Additional staff to assist in the background investigation for entry level peace officer positions.	Reduce the amount of time required to process background checks on new applicants.	5199
Add 15 Positions and Net County Cost for Youth & Family Resource Center (Strategic Priority) Amount:\$ 1,496,768	To provide staffing to open 1 additional YFRC to increase services provide to at risk youth.	Provide services to reduce recidivism in at risk youth and families.	4826
Add 12 Positions and Net County Cost for Field Services Amount:\$ 998,282	To add 12 positions to reduce the field monitored caseloads by providing active supervision.	To reduce the number of Field Monitored caseloads by supervising medium-high risk cases.	5041
Add 1 Supervising Probation Officer and NCC for Training Unit Amount:\$ 98,218	Additional position to help develop enhanced training programs to department staff.	Increase the amount of training that is provided to Probation Officers to increase job performance.	5219

Proposed Budget History:

Sources and Uses	FY 2004-2005	FY 2005-2006	FY 2005-2006	FY 2006-2007	Change from FY 2005-2006	
	Actual	Budget As of 3/31/06	Projected ⁽¹⁾ At 6/30/06	Recommended	Projected Amount	Projected Percent
Total Positions	1,521	1,648	1,648	1,648	0	0.00
Total Revenues	52,411,186	45,476,976	45,492,534	47,669,426	2,176,892	4.79
Total Requirements	122,064,383	136,446,444	141,045,717	146,755,902	5,710,185	4.05
Net County Cost	69,653,196	90,969,468	95,553,183	99,086,476	3,533,293	3.70

(1) Requirements include prior year encumbrance and expenditures. Therefore, the above totals may not match FY 2005-06 projected requirements included in "At a Glance" (Which exclude these).

Columns may not total correctly due to rounding.

Detailed budget by expense category and by activity is presented for agency: Probation in the Appendix on page A62

Highlights of Key Trends:

- The following department-wide strategies impact all of the Probation Department's stated goals. They are summarized below:
- Seek an independent expert outside of the agency to assist in updating the department's formal workload standards to ensure the most efficient and effective use of staff resources.
- Manage budget shortfalls without compromising the delivery of services that ensure public safety and the health and security of juveniles in the Probation Department's care.
- Work with local and state organizations/officials to develop programs to secure Juvenile Probation and Camps Funding (JPCF) for juvenile institutions and camps.
- Continue to focus on three strategic planning initiatives during the coming year: Labor/Management Relations, Leadership Development, and Mission/Values.
- Continue efforts to aggressively recruit, hire, and train qualified staff for critical positions within all service levels.
- Continue to explore the use of automation and other technological advances to improve business operations that increase the quality of services to our clients.
- Upgrade Probation's aging technological infrastructure to ensure ongoing compatibility with collaborative state, county, and local agencies (County Strategic Priority).
- Continue to devote the necessary resources to continue progress towards the department's 2002 strategic plan to develop an Integrated Case Management (ICM) system.
- Identify and plan for training requirements for end users in all automation projects to ensure efficient conversion to new systems.
- Continue to modify the department's training program to mitigate the loss of state funding while ensuring the training is substantive and targets perishable skills.

Budget Units Under Agency Control:

No.	Agency Name	Field Services	Special Services	Institutional Services	Chief Probation Officer	Total
057	Probation	44,916,986	28,497,892	60,970,978	12,370,046	146,755,902
14R	Ward Welfare	0	0	108,811	0	108,811
	Total	44,916,986	28,497,892	61,079,789	12,370,046	146,864,713

057 - Probation

Summary of Proposed Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2004-2005		FY 2005-2006		FY 2005-2006		FY 2006-2007		Change from FY 2005-2006	
	Actual		Budget As of 3/31/06		Projected ⁽¹⁾ At 6/30/06		Recommended		Projected Amount	Percent
Fines, Forfeitures & Penalties	\$ 4,521,715		\$ 4,258,277		\$ 4,521,394		\$ 4,863,036		\$ 341,642	7.56%
Intergovernmental Revenues	43,549,481		35,584,247		35,745,893		37,132,161		1,386,268	3.88
Charges For Services	3,868,116		3,772,923		3,378,135		4,141,848		763,713	22.61
Miscellaneous Revenues	143,181		31,661		37,525		38,650		1,125	3.00
Other Financing Sources	328,694		1,829,868		1,809,587		1,493,731		(315,856)	-17.45
Total Revenues	52,411,186		45,476,976		45,492,534		47,669,426		2,176,892	4.79
Salaries & Benefits	100,016,299		106,624,006		109,914,099		117,226,579		7,312,480	6.65
Services & Supplies	23,357,237		28,272,932		30,030,528		28,367,602		(1,662,926)	-5.54
Other Charges	454,372		1,607,712		1,509,871		1,555,167		45,296	3.00
Fixed Assets	(186,300)		933,000		609,665		825,000		215,335	35.32
Other Financing Uses	0		175,000		0		0		0	0.00
Intrafund Transfers	(1,577,226)		(1,166,206)		(1,018,446)		(1,218,446)		(200,000)	19.64
Total Requirements	122,064,383		136,446,444		141,045,717		146,755,902		5,710,185	4.05
Net County Cost	\$ 69,653,196		\$ 90,969,468		\$ 95,553,183		\$ 99,086,476		\$ 3,533,293	3.70%

(1) Requirements include prior year encumbrance and expenditures. Therefore, the above totals may not match FY 2005-06 projected requirements included in "At a Glance" (Which exclude these).

Columns may not total correctly due to rounding.

Proposed Budget Summary of Field Services:

Revenues/Appropriations	FY 2004-2005		FY 2005-2006		FY 2005-2006		FY 2006-2007		Change from FY 2005-2006	
	Actual		Budget As of 3/31/06		Projected ⁽¹⁾ At 6/30/06		Recommended		Projected Amount	Percent
Fines, Forfeitures & Penalties	\$ 4,359,377		\$ 4,153,917		\$ 4,521,394		\$ 4,863,036		\$ 341,642	7.56%
Intergovernmental Revenues	14,353,450		9,202,589		35,745,893		18,385,247		(17,360,646)	-48.57
Charges For Services	936,439		874,218		3,378,135		115,856		(3,262,279)	-96.57
Miscellaneous Revenues	1,429		0		34,345		0		(34,345)	-100.00
Total Revenues	19,650,695		14,230,724		43,679,767		23,364,139		(20,315,628)	-46.51
Salaries & Benefits	33,530,577		34,059,943		105,296,741		38,788,184		(66,508,557)	-63.16
Services & Supplies	5,037,904		9,122,606		22,636,925		5,792,081		(16,844,844)	-74.41
Other Charges	762,157		1,607,712		1,509,871		1,555,167		45,296	3.00
Fixed Assets	(186,300)		240,000		490,542		0		(490,542)	-100.00
Other Financing Uses	0		175,000		0		0		0	0.00
Intrafund Transfers	(1,577,226)		(1,018,446)		(1,018,446)		(1,218,446)		(200,000)	19.64
Total Requirements	37,567,112		44,186,815		128,915,633		44,916,986		(83,998,647)	-65.16
Net County Cost	\$ 17,916,417		\$ 29,956,091		\$ 85,235,866		\$ 21,552,847		\$ (63,683,019)	-74.71%

Proposed Budget Summary of Special Services:

Revenues/Appropriations	FY 2004-2005		FY 2005-2006		FY 2005-2006		FY 2006-2007		Change from FY 2005-2006	
	Actual		Budget		Projected ⁽¹⁾		Recommended		Projected	
			As of 3/31/06		At 6/30/06				Amount	Percent
Fines, Forfeitures & Penalties	\$ 162,338		\$ 104,360		\$ 0		\$ 0		\$ 0	0.00%
Intergovernmental Revenues	6,080,334		3,219,127		0		0		0	0.00
Charges For Services	731,203		764,633		0		0		0	0.00
Miscellaneous Revenues	51,305		29,203		3,180		38,650		35,470	1,115.41
Total Revenues	7,025,181		4,117,323		3,180		38,650		35,470	1,115.41
Salaries & Benefits	19,690,540		20,289,387		0		22,320,399		22,320,399	0.00
Services & Supplies	3,887,010		5,934,668		2,243,356		5,352,493		3,109,137	138.59
Fixed Assets	0		663,000		90,769		825,000		734,231	808.90
Total Requirements	23,577,549		26,887,055		2,334,125		28,497,892		26,163,767	1,120.92
Net County Cost	\$ 16,552,369		\$ 22,769,732		\$ 2,330,945		\$ 28,459,242		\$ 26,128,297	1,120.93%

Proposed Budget Summary of Institutional Services:

Revenues/Appropriations	FY 2004-2005		FY 2005-2006		FY 2005-2006		FY 2006-2007		Change from FY 2005-2006	
	Actual		Budget		Projected ⁽¹⁾		Recommended		Projected	
			As of 3/31/06		At 6/30/06				Amount	Percent
Intergovernmental Revenues	\$ 18,332,777		\$ 4,156,097		\$ 0		\$ 0		\$ 0	0.00%
Charges For Services	2,200,307		2,134,072		0		1,402,840		1,402,840	0.00
Miscellaneous Revenues	72,638		2,458		0		0		0	0.00
Total Revenues	20,605,722		6,292,627		0		1,402,840		1,402,840	0.00
Salaries & Benefits	42,336,860		47,331,967		1,966		52,052,786		52,050,820	2,647,549.34
Services & Supplies	7,736,062		8,973,411		1,548,250		8,918,192		7,369,942	476.02
Other Charges	(307,067)		0		0		0		0	0.00
Fixed Assets	0		30,000		28,354		0		(28,354)	-100.00
Total Requirements	49,765,855		56,335,378		1,578,570		60,970,978		59,392,408	3,762.42
Net County Cost	\$ 29,160,133		\$ 50,042,751		\$ 1,578,570		\$ 59,568,138		\$ 57,989,568	3,673.55%

Proposed Budget Summary of Chief Probation Officer:

Revenues/Appropriations	FY 2004-2005		FY 2005-2006		FY 2005-2006		FY 2006-2007		Change from FY 2005-2006	
	Actual		Budget		Projected ⁽¹⁾		Recommended		Projected	
			As of 3/31/06		At 6/30/06				Amount	Percent
Intergovernmental Revenues	\$ 4,782,920		\$ 19,006,434		\$ 0		\$ 18,746,914		\$ 18,746,914	0.00%
Charges For Services	167		0		0		2,623,152		2,623,152	0.00
Miscellaneous Revenues	17,808		0		0		0		0	0.00
Other Financing Sources	328,694		1,829,868		1,809,587		1,493,731		(315,856)	-17.45
Total Revenues	5,129,589		20,836,302		1,809,587		22,863,797		21,054,210	1,163.48
Salaries & Benefits	4,458,322		4,942,709		4,615,392		4,065,210		(550,182)	-11.92

Proposed Budget Summary of Chief Probation Officer:

Revenues/Appropriations	FY 2004-2005	FY 2005-2006	FY 2005-2006	FY 2006-2007	Change from FY 2005-2006	
	Actual	Budget As of 3/31/06	Projected ⁽¹⁾ At 6/30/06		Projected Amount	Percent
Services & Supplies	6,696,262	4,242,247	3,601,996	8,304,836	4,702,840	130.56
Other Charges	(718)	0	0	0	0	0.00
Intrafund Transfers	0	(147,760)	0	0	0	0.00
Total Requirements	11,153,866	9,037,196	8,217,388	12,370,046	4,152,658	50.54
Net County Cost	\$ 6,024,278	\$ (11,799,106)	\$ 6,407,801	\$ (10,493,751)	\$ (16,901,552)	-263.77%